

27 December 1960

MEMORANDUM FOR: Inspector General

SUBJECT : Response of DD/P to IG Survey of Training

1. The response of the DD/P to the IG Survey of the CIA Training Program is favorable and reflects a cooperative and constructive attitude towards our review of training policy and administration in his Directorate. While he has disapproved of eight of our recommendations and qualified his approval of nine others it seems fair to generalize that even in these cases he has been generally in accord with our objectives and has differed with us only on technique, assignment of responsibility, or on the prerogatives of his management. It is particularly noteworthy that he is prepared to re-examine the present DD/P practice of permissive training and the present-day lack of basic operational training standards. He accepts our recommendations in the fields of language, area, management and mid-career training virtually without qualification. If these matters are vigorously pursued by his newly appointed Training and Qualifications Review Officer, we should be able to see a substantial improvement in DD/P training effort over the next three to five years.

2. The DD/P would have been happy to see our Survey devote more attention to the training of Covert Action officers. This area may have been insufficiently emphasized in our functional approach to the subject of training, however, it will receive closer attention in the survey of the Covert Action Staff now in progress.

3. The reaction of the DD/P to our conclusions on the Junior Officer Trainee Program is not as positive as seems required by the evidence which we presented. In our opinion the rate of resignation of graduates of the JOTP seems excessive, career management policies with respect to these officers are haphazard, and communication and indoctrination of line officers with and by the JOTP concerning the basic objectives of this program are weak to nonexistent. We believe that these problems will require the close attention of the new Training and Qualifications Review Officer. A number of our recommendations here are approved and should contribute to better management of the junior officer personnel. The DD/P has also forwarded a cover note expressing his personal reservations

concerning exclusive reliance on the JOTP to provide the Agency's junior officer personnel. Without suggesting proportions he recommends that a number of middle grade officers provided through the JOTP be encouraged to turn to other occupations and that this outflow be balanced by an inflow of men with other backgrounds. We might have stated more clearly here as was done at several other points in the Survey that we did not rule out the necessity and desirability of lateral recruitment although we were thinking in particular of the recruitment of specialist as against generalist officers. In response it may be noted that JOTP recruitment permits a substantial spread in age, training, experience and maturity of junior officers. This selectivity can be further improved. More significantly, we believe that the Agency during the early years of necessity recruited officers in mid-career who were then faced with clandestine responsibilities for which they lacked essential training, indoctrination and experience. The result is reflected in the present frequency of assignment problems with personnel of high grade and inflexible, often inadequate, talent. When the proportion of JOTP alumna has climbed say to 50% of the DD/P's professional manpower, GS-9 and above, we will be more receptive to this point of view but until that time we believe that it would be a major error to reduce the input of systematically trained junior professional officers.

4. The following comments are offered concerning the IG recommendations which have been disapproved by the DD/P:

Recommendation 2a, page 39 and recommendation 5, page 55: 25X1A2g

25X1A The DD/P objects to increased participation by the USIB agencies in CIA training offered at [REDACTED] and in the courses on International Communism. His position conflicts directly with recommendation 13 of the Joint Study Group Report which states "The Central Intelligence Agency should open its clandestine training facilities to other agencies as a service of common concern..."

Recommendation 2f, page 40:

The DD/P reserves responsibility for doctrine to his Special Staffs. He agrees that there is room for improvement in the scope of case history and case analysis preparation. The evidence on this question is diffuse and the conclusion becomes a matter of judgment. The problem that is opening up in our Survey of the CA Staff is the lack of qualification and the withering away of expertise in Special Staff personnel under present-day DD/P career management and assignment policies. Much of the present doctrinal effort is sterile for lack of qualified personnel, good management, and adequate communication with operating divisions. We would focus the responsibility

on a senior staff individual as a first step towards enhancing the stature and leadership of personnel performing doctrine assignments. We would also recommend that qualified line officers be detailed to doctrine formulation in the Staffs for briefer periods so that their special knowledge may be utilized without disrupting their career and operational motivations.

Recommendation 3, page 49:

The DD/P sees no useful purpose in the actual participation of the DTR in deep-cover operations. He agrees that the training implications of such planning must be foreseen and discussed with the DTR... The DD/P is unnecessarily jealous of his prerogatives here. It was apparent to us that recruitment and training in the case of deep-cover personnel is of critical importance; we noted that a number of current projects in this field place unusual emphasis on training as a device to build cover; there was evidence of poor communication and coordination between OTR and DD/P. The key words in our recommendation are "effective form of consultation in all long-range planning..." and the DD/P's reply concurs on this essential point.

Recommendation 9a, page 92:

The issue of JOTP versus lateral recruitment in the DD/P is discussed in paragraph 3 above.

Recommendation 9c, page 92:

The DD/P objects to the use of outstanding public citizens in the junior officer recruitment process. Essentially the same objective would be gained if the DTR were to draw upon the "outflow" of talented officers leaving the Agency for private business and the universities.

Recommendation 15a, page 134 and recommendation 15b, page 134:

25X1A

No comment at this point, but we recommend that the [REDACTED] issues be reviewed a year hence.

Recommendation 17, page 154:

DD/P considers senior officer training inappropriate at this time. He agrees that wider use might be made of outside senior officer training than is now the case. His preference for on-the-job training for future senior officers begs the question, Why do

the military, for example, find essential a progression of formal staff and command training assignments in addition to on-the-job development? It may also be noted that the Department of State traditionally resisted this concept until very recently when the entire scope of its career management policies came under severe criticism.

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